



**DEPARTMENT OF THE ARMY**  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, US ARMY GARRISON FORT A.P. HILL  
18436 4TH STREET  
FORT A.P. HILL, VIRGINIA 22427-3114

IMPH-ZA

6 October 2016

MEMORANDUM FOR SEE DISTRIBUTION

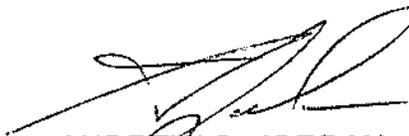
SUBJECT: Command Policy Letter #1: Leadership Philosophy and Vision

1. I am honored and humbled to have been selected to serve as the Commander of this team. Command is a privilege afforded to few and I am grateful to have been assigned to this exemplary installation. You have an Army wide reputation for excellence and success and I look forward to maintaining that reputation as a member of this team.
2. Our purpose is simple. Serve the Warrior. Everything we do relates to that central purpose. Whether you have direct contact with our customers or not, your execution of your daily duties sets the conditions for our Army, Joint Force and our Interagency partners to accomplish their mission. Simultaneously, we must care for our workforce and their families. Our concern for one another cannot end when we leave post. I intend to ensure that the facilities and programs exist to ensure those needs are met via the Ready and Resilient program.
3. This post is full of dedicated, experienced, talented professionals. By virtue of its size and mission, there are several areas where very few or only one teammate provides a critical service. For that reason, it is critical that everyone performs their duties to the highest standard, without fail, every day or else we cannot fully support the Warriors that pass through our gates. Communications between supervisors and subordinates is the key to ensuring everyone has the training and resources required to succeed. Where honest mistakes occur we will learn from them in a positive, professional forum and we will get better.
4. Also essential to our success is how we treat each other. The FAPH workplace must be a professional environment free of harassment and assault where Leaders lead, counsel and communicate, where excellence is publically recognized and rewarded and where challenges are handled quickly, transparently and fairly.
5. Once again, it is an honor to be part of this Team of Patriots that support our Army, the Joint Warfighter and our Interagency Partners as they prepare to fight, win and survive on distant battlefields in order to keep our Nation safe. Thank you for all that you do to make Fort A.P. Hill a Training Destination of Excellence.

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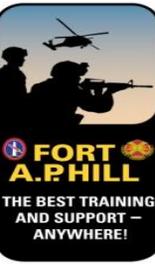
5. This point of contact is the undersigned at 804-633-8206 or [andrew.q.jordan.mil@mail.mil](mailto:andrew.q.jordan.mil@mail.mil).

A handwritten signature in black ink, appearing to read 'AJ', with a long horizontal stroke extending to the left.

ANDREW Q. JORDAN  
LTC, SF  
Commanding



# Expectations



## What you can expect of me:

- Winning Spirit, totally committed to success
- Questions, listening, and fast learning
- Unwavering Honesty, Integrity and Discipline
- Enthusiasm for our Mission
- I live the Army Values
- I tend to be informal but believe in courtesy
- I wander around and will talk to anyone
- I prefer dialogue over PowerPoint
- I am ALWAYS reachable

## Stuff I love:

- Recognizing excellence, formally or informally
- Creative solutions to complex problems
- Going to bat for you
- Publicizing our organization any way possible
- The Army: Soldiers, Civilians and Families... especially mine
- Hobbies: Family, Church, Baseball, Hunting, off-road motorcycles and trucks

## What I expect of you:

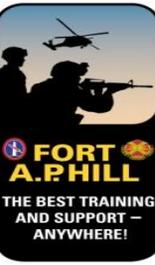
- Do your job, Be great at it, Be the expert
- Leaders must lead, counsel and inform
- Hard work, professionalism, discipline and a commitment to excellence
- An ethical workplace free of harassment where all are treated with dignity and respect
- Creativity, innovation and self improvement
- Candor, honesty and communication
- Lead a balanced life. Have a hobby and do as much with your family as possible
- Take care of your people and organization

## Opportunities to excel:

- Bringing recommendations with problems
- Constant evaluation of rules or processes; not overly tied to how we did it before
- Selfless vs Selfish Service
- Focused meetings that don't waste time
- Being interested in doing your best and learning from mistakes; having a thick skin



# Fort A.P. Hill Priorities



## PRIORITY 1: Support the Warrior

Anticipate the needs of the Warrior

Prepare to meet those needs

Help the Warrior succeed

Individually excellent execution

Listen to every AAR

Learn from every event

## PRIORITY 2: Care for the Workforce and Families

Communicate; up, down and sideways

Aware and involved with families

Resilient and ready

Earn each others respect